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Fire Chief/Fire Warden

Mission Statement

The San Bernardino County Consolidated Fire District (County Fire Department) is a community based all risk emergency services organization that is dedicated to the health and well-being of the citizens of San Bernardino County through a balance of regionalized services delivery and accountability to the local community.



GOALS

COMPLETE THE LEGAL AND ORGANIZATIONAL RESTRUCTURING OF THE FIRE DEPARTMENT

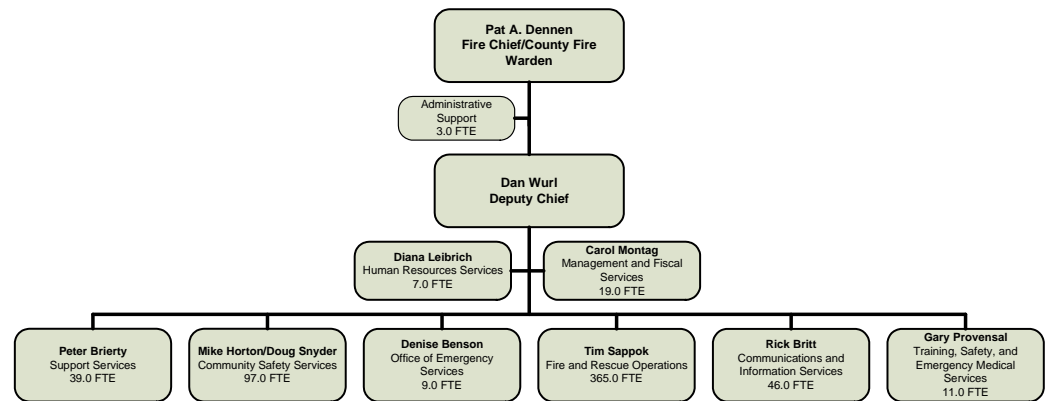
ENHANCE SERVICE DELIVERY IN RESPONSE TO PROJECTED GROWTH

DEVELOP ALTERNATIVE REVENUE SOURCES

RELOCATE THE SEWELL TRAINING AND SERVICE CENTER

SAN BERNARDINO COUNTY FIRE DEPARTMENT

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The County Fire Department is a full service fire department serving San Bernardino County. The County Fire Department operates 68 fire stations throughout the county and protects an area of over 16,000 square miles. The department currently manages and directs the activities of 27 district operations and 5 ambulance enterprise operations, although the Fire Department is awaiting approval from LAFCO to reorganize and consolidate these 32 district operations into a regional delivery system. These districts serve some 64 unincorporated communities and the cities of Fontana, Grand Terrace and the town of Yucca Valley. In addition, three cities contract with the County Fire Department: Adelanto, Hesperia, and Needles. County Fire's executive management is provided by the Fire Chief/County Fire Warden, Deputy Chief, Assistant Chief of Administration, and Assistant Chief of Operations.

The department provides fire suppression, emergency medical services (paramedic and non-paramedic), ambulance services, technical rescue including water borne, flooding and mudslide, and winter rescue operations. Additionally, the department provides responses to hazardous materials incidents with the technical expertise and specialized equipment to mitigate the effects of a toxic incident and is the lead agency in the event of a terrorist or Weapons of Mass Destruction (WMD) incident for rescue and medical services. The department also provides community safety services for fire prevention, plans review, community development support, household hazardous waste, and fire investigation. The field functions are supported by a countywide management effort including business practices, human resources, financial and accounting services, vehicle service and support, and equipment warehousing and distribution.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
County Fire	139,191,731	125,288,190	13,903,541	607.0

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: COMPLETE THE LEGAL AND ORGANIZATIONAL RESTRUCTURING OF THE COUNTY FIRE DEPARTMENT, FOR THE PURPOSE OF IMPROVING SERVICE DELIVERY AND FINANCIAL SOLVENCY

Objective A: Complete the LAFCO process.

Objective B: Initiate budgetary organizational changes to reflect the new structure.

Objective C: Implement a new Advisory Commission structure.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of completion of the LAFCO process	N/A	75%	N/A	100%	N/A
1B. Percentage of completion of budgetary and organizational changes to reflect the new structure.	N/A	0%	100%	85%	15%
1C. Percentage of completion of the implementation of the new Advisory Commission structure.	N/A	0%	100%	75%	25%

Status

The expected completion of the reorganization was not reached due to the fact that the application was more complex than initially expected and LAFCO required additional supplemental information to further clarify the request. Written approval from the Bureau of Indian Affairs (BIA) was received and submitted to LAFCO. The Environmental Assessment was completed and was reviewed by staff. The LAFCO hearing and approval process began in September 2007, and expect completion by spring 2008. Objectives B and C cannot be fully completed until LAFCO ultimately approves the reorganization.

GOAL 2: CONDUCT A COMPREHENSIVE REVIEW OF THE COUNTY DISASTER PREPAREDNESS PLAN AND RELATED PLANS/PROGRAMS FOR THE PURPOSE OF ENSURING THAT THE COUNTY IS PREPARED FOR MAJOR COUNTYWIDE DISASTERS

Objective A: Examine the County Disaster Council and the need for a Task Force to meet on a regular basis as a smaller working group.

Objective B: Evaluate the needs of internal and external customers.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of completion of examining the County Disaster Council and the need for a Task Force to meet on a regular basis as a smaller working group.	N/A	0%	100%	0%	N/A
2B. Percentage of completion of evaluating internal and external customer needs, which may include a survey	N/A	0%	100%	0%	N/A

Status

This goal is being removed at this time due to the extreme workload and lack of adequate staffing for the Office of Emergency Services.

2006-07 ACCOMPLISHMENTS

- ❖ Reorganization of County Fire Department
 - Bureau of Indian Affairs Approval Obtained
 - Environmental Assessment Completed
- ❖ Enhanced Service Delivery
 - Baseline measurement completed
 - Deficiencies identified and prioritized for future improvement
- ❖ Enhanced Building Permit Coordination
 - Software purchased and installed
 - Testing of system to be completed and operational
- ❖ Develop Alternative Revenue Sources
 - Obtained sample ordinance & billing to insurance companies for fire and traffic collision response



October 2007 Grass Valley Fire



Slash crew in Wrightwood



Lake Arrowhead Fire crew

GOAL 3: ENHANCE SERVICE DELIVERY IN RESPONSE TO PROJECTED COUNTY POPULATION GROWTH WITHIN AREAS SERVED BY COUNTY FIRE

Objective A: Identify and measure deficiencies in the current delivery system; and further identify facility, staffing, infrastructure, and financing needs to meet current and projected service delivery standards and goals.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage of completion of identifying and measuring deficiencies in the current delivery system, and further identifying facility, staffing, infrastructure, and financing needs to meet current and projected service delivery standards and goals.	N/A	20%	100%	65%	80%

Status

The Board adopted Service Levels and Deployment Goals in July 2005, which provided geographical risk areas with subsequent response profiles. A review of the existing delivery system for use as a base period was not completed in 2006-07 as expected, but will be substantially completed in 2007-08 along with the identification of any deficiencies. Although this goal has not been fully completed it has already pointed out specific areas of deficiencies with staffing enhancements being made in selected communities protected by County Fire.

GOAL 4: ENHANCE BUILDING PERMIT COORDINATION WITH LAND USE SERVICES (BUILDING AND SAFETY DIVISION) FOR IMPROVED CUSTOMER SERVICE

Objective A: Implement Permit Plus program to enhance coordination and project tracking information with other County departments.

Objective B: Implement wireless system for field use to achieve instant update of building permit records, inspections, and violations; thus resulting in an increase of inspector's productive time in the field by eliminating data entry in the office.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4A. Percentage of Permit Plus program implementation.	N/A	50%	100%	100%	N/A
4B. Percentage of wireless system implementation.	N/A	0%	100%	100%	N/A

Status

The hardware & software were purchased and installed at Land Use Services (LUS) in 2006-07. Beginning in 2006-07 and into 2007-08 staff has been coordinating with LUS on developing work flow analysis that will result in an end user product. It is anticipated that test data will be input into the system so the software can be alpha tested in parallel with LUS Permits Plus operating system by end of 2007 with the goal of this product being used by both front counter technicians and field inspectors. While this is being accomplished, Mobile Data Computers (MDCs) will be purchased, programmed and deployed into the field and remote data transfer testing will begin early 2008.

GOAL 5: DEVELOP ALTERNATIVE REVENUE SOURCES TO ASSIST COUNTY FIRE IN PROVIDING INCREASED LEVEL OF SERVICE TO COMMUNITIES SERVED AND EXTENDING DISTRICT FINANCIAL SOLVENCY

Objective A: Research, identify, and evaluate alternative revenue sources, including but not limited to community facilities districts, enhanced assessment financing, property tax reallocation, and development impact fees.

Objective B: Present recommendations to Board of Supervisors for viable alternatives.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
5A. Percentage of completion for the research and analysis of available revenue sources.	N/A	25%	100%	25%	100%
5B. Percentage of completion for recommendations presented to Board of Supervisors	N/A	0%	100%	0%	75%

Status

Due to restrictions imposed in the LAFCO extensive and complex approval process for the County Fire Reorganization, County Fire was not able to fully develop or recommend to the Board any special tax assessment elections or other revenue generating plans during 2007-08. Recognizing that current revenues are not sufficient to meet Board adopted service levels on a long-term basis, County Fire will continue with the research for and recommendation of additional revenue sources in 2008-09.

GOAL 6: RELOCATE RICHARD SEWELL TRAINING AND SERVICE CENTER FROM LEASED FACILITIES AT SBIA TO A NEW CENTRALIZED, SECURE, AND STRATEGIC LOCATION

Objective A: Perform needs assessment and space allocation study.

Objective B: Research available real estate based on space allocation study.

Objective C: Estimate project cost and identify potential revenue sources to fund relocation of facility.

Objective D: Present recommendations to Board of Supervisors for viable options.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
6A. Percentage of completion for needs assessment and space allocation.	N/A	25%	100%	100%	N/A
6B. Percentage of completion for research of available real estate.	N/A	25%	100%	50%	100%
6C. Percentage of completion of project cost estimate and potential revenue source identification.	N/A	0%	100%	0%	100%
6D. Percentage of completion for recommendations presented to Board of Supervisors	N/A	0%	100%	0%	100%

Status

The Richard Sewell Training and Service Center is located at the San Bernardino International Airport (SBIA), with a lease scheduled to expire in 2011. The SBIA has indicated that they have plans for the use of this property and therefore will not renew this lease. This requires County Fire to determine the amount of space required for, and the relocation of, its vehicle repair, warehouse, training services, and household hazardous waste collection operations. The needs assessment objective is planned to be completed in 2007-08. Based the current year-to-date (YTD) needs assessment and YTD research of available real estate, the County currently owns property on Lena Road (San Bernardino), and that is one property area that would be potentially adequate for the needs of this center. Recommendations are anticipated to be presented to the Board during 2008-09 with respect to the multiple aspects of relocating the Sewell Training and Service Center.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
P1. Ongoing funding for a Public Information Officer for the Office of Emergency Services	1.0	90,000	-	90,000
P2. One-time funding for Angelus Oaks Station #15 remodel project	-	500,000	-	500,000
P3. One-time funding for construction of Tri Communities Station #10 (Phelan, Pinon Hills, Baldy Mesa)	-	3,500,000	-	3,500,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage of time during the fiscal year dedicated to coordinating information management regarding disaster preparedness and planning programs.	N/A	0%	100%	100%	100%
P2. Percentage of completion of the remodel project	N/A	0%	100%	50%	75%
P3. Percentage of completion of the construction project	N/A	25%	100%	75%	100%

Status

The OES public information officer was filled at the beginning of the 2007-08 budget year and has been instrumental in the dissemination of public information during the Butler 1, Butler 2, and the Grass Valley/Slide Fires.

The expansion of Fire Station #15, Angelus Oaks, is currently on hold pending approval of a policy item request for replacement of this fire station included in this business plan. If the policy item is not approved County Fire will proceed with the remodel of the existing station.

The replacement of Fire Station #10, Phelan, remained in the design stage during 2006-07 due to a request for the expansion of the station's living quarters. The design has been completed, and a contract is anticipated to be awarded in the spring 2008.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request		Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Total Funding for the County Office of Emergency Services (ongoing)	-	319,000	-	319,000
Currently, the County's General Fund contributes \$844,000 for partial funding of this operation (County OES and PIO position). The Fire Department is requesting 100% funding of this program so Fire Department revenues can be used for obtaining other needed programs. Policy Items #2 & #3 can be deleted if this Policy Item is funded; as the additional \$319,000 of existing CSA 70 appropriation authority, which covers the remaining portion of the total cost of OES, could be in turn utilized to fund the PIO position and fire dozer program.					
2.	County Fire Department Assistant Public Information Officer (ongoing)	1.0	103,000	-	103,000
The County Fire Department is in need of an Assistant PIO to help our currently funded PIO. Our PIO has been trying to manage MAST functions, routine FD press releases, Emergency Incident interviews/press releases, and has no relief while being off duty or on vacation.					
3.	Fire Dozer Staffing (ongoing)	2.0	320,000	-	320,000
The Fire Dozer program is supported by the General Fund's Seasonal Staffing request. This program utilizes mechanics and firefighters to operate the dozer when called out but has huge liability by not having dedicated operators to avoid catastrophic accidents. Dedicated operators and the dozer will be placed in the desert region to assist in a County-wide coverage partnership with Cal Fire and the USFS. Cal Fire covers a dozer in San Bernardino while the USFS covers one for the Mountain areas. The funding of 2 permanent dozer operators to provide seven day a week coverage for 10 hours per day will enhance fire suppression, flood, and disaster preparedness abilities within the County.					
4.	Emergency Services Officers (ESO) for the Office of Emergency Services (ongoing)	2.0	172,000	-	172,000
The Office of Emergency Services has three ESO positions that are assigned specific programs (i.e.CERT, Disaster Plan update) and oversee a geographical zone/area (includes cities) of the county as a direct link for the Operational Area. The County is divided into five zones and should have one ESO for each area which will help in more contacts and program. Due to current workload, OES will not be able to accomplish all required programs and projects without additional help. In comparison, Riverside County has 7 ESO positions and a grants unit to deal with specialized grant projects. Funding of these positions will help in meeting disaster preparedness goals.					
5.	Fire Station Construction – Angelus Oaks (one-time)	-	3,500,000	500,000	3,000,000
In the 2006-07 Budget, the Board of Supervisors appropriated \$500,000 for an addition to the Angelus Oaks Fire Station to house a new brush patrol that has been purchased. After review with the architect, the department found that the addition would meet the immediate needs but would be short lived and the better use of the \$500,000 would used to help construct a new facility. The department feels that this fire station is critical to provide fire and rescue services on Hwy 38 and needs fulltime staffing in the near future and a fire station built to accommodate the fulltime crew would be needed soon after that. Fulfilling this request will help in obtaining the department service levels and goals that the board adopted as a guideline and as identified in this 06/07 Business Plan, Goal #3.					
6.	Fuels Treatment Crew (ongoing)	12.0	1,000,000	500,000	500,000
The Fuels Treatment Crew (AKA Slash Crew) that has been funded under a USFS grant will be expiring around Sept 2008. Our desire is to continue this program and apply for a future matching grant, thus fully funding the crew that provides fuel reduction around communities (like the one in Deerlodge Park which helped protect the community from the Grass Valley Fire), in neighborhoods (as used in Big Bear Lake curbside chipping), burned area rehabilitation, and flood fight activities. Furthermore, this crew could help with recruitment goals in hiring a diverse workgroup.					
7.	Telephone Emergency Notification System Continuation (ongoing)	0.5	100,000	-	100,000
The TENS program was funded by the General Fund and has been beneficial in notifying citizens of emergencies, but is due to expire its contract in July 2008. This program consisted of pre-payment of telephone calls and funding of a program GIS coordinator. This request would fund .5 of the program GIS Coordinator and yearly funding for pre-paid telephone calls.					
8.	Citizens Emergency Response Team (CERT) – Background Checks (ongoing)	0.5	70,000	-	70,000
The CERT program was established to provide and organized response for community members to assist those within their community during an disaster. This program requires a person to organize, train and do background checks for citizens wanting to participate. This request is for the funding to perform the background checks and one half of an Emergency Services Officer position to do the organizing and training of unincorporated citizen groups.					

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage of General Fund financing of County OES program operating expenses.					100%
P2. Percentage of time covering emergency incidents and increased public information to citizens.					100%
P3. Percentage of time providing fire and emergency incident dozer coverage (seven days a week, ten hrs per day).					100%
P4. Percentage of completion of required Updated County Disaster Plan, participation in Golden Guardian 08, Inventory Tracking of Terrorism Grants and better coordination with cities and unincorporated areas.					50%
P5. Percentage of completion for the construction of a new Fire Station.					50%
P6. Number of tons of fuel removed within the Mountain Communities yearly to protect and maintain at risk communities from wildfires.					100
P7. Percentage of time continuing the TENS program for enhanced public safety notification during emergencies.					100%
P8. Percentage of time continuing training and establishment of community CERT Teams in the unincorporated areas of the county.					100%

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST

1. Increase Community Safety Development Fees
2. Increase Hazardous Materials/Household Hazardous Waste Fees.
3. Expand insurance billing for emergency response fee
4. Increase EMS/Ambulance Fees – projected 5% per ICEMA

SERVICE IMPACTS

Maintain current level of service

Maintain current level of service, increased workload due to growth, and implement new state and federal mandated programs.

Recover cost of emergency response

Maintain current level of service

If there are questions about this business plan, please contact Pat A. Dennen, Fire Chief/County Fire Warden, at (909) 387-5948.